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DD/S&T#1325-73

Adm-13.6

3 May 1973

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology

SUBJECT: Goals and Objectives of the Intelligence Community

REFERENCE: Memo dtd 1 May 73 to USIB and IRAC Members from D/DCI/IC, same subject

1. Referent document transmits a draft memorandum from the DCI to the President on which comments are requested by COB 9 May. On behalf of the DDCI, I would like to obtain your responses by start of business 7 May.

2. Each of you is invited to address all seven goals and their related objectives. Some are obviously of more particular interest to one deputy than another, hence I would suggest the following specifics:

	<u>Goals</u>	<u>Objectives</u>
DDI:	A,B,C,E	1,2,3,4,7
DDS&T:	A,B,F	2,3,4,5,6,7
DDO:	D	4,5
DDM&S:	G	5,6

/s/ Harold L. Brownman

HAROLD L. BROWNMEN  
Deputy Director  
for  
Management and Services

Attachment  
Reference

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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

Office of the Director

May 1, 1973

MEMORANDUM FOR

Members, Intelligence Resources Advisory Committee  
Members, United States Intelligence Board

SUBJECT: Goals and Objectives of the Intelligence Community

Attached is a draft memorandum to the President regarding goals and objectives which the Director of Central Intelligence has for the intelligence community. He has approved my asking for your comments and suggestions on this memorandum. I would like to receive these by the close of business May 9. If you have no comments, please let me know by telephone [redacted]

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*for*  
[redacted]  
Lew Allen, Jr.  
Major General, USAF

Copy to  
ACSI, Army  
Commander, NIC  
ACSI, AF  
OMB [redacted]

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MEMORANDUM FOR THE PRESIDENT

SUBJECT: Intelligence Community Goals and Processes

Director's Perspective

Your directive of November 1971 provided the basic structure and sense of purpose for the intelligence community. I intend to further the implementation of your directive and to obtain the improvements you desire. Your instructions to the Director of Central Intelligence were to provide authoritative leadership of the community; to improve the quality, scope and timeliness of the intelligence product; to insure its responsiveness to the needs of national policy issues and the needs of national security; and to improve the efficiency of intelligence activity in the context of resource constraints. A set of goals for the intelligence community is described below. These goals are the intended results of a set of more specific and measurable objectives also to be described.

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Program and Goals

Goal A.

Provide high quality and timely intelligence on Soviet strategic weapons systems and on Warsaw Pact general purpose forces to monitor current arms limitation agreements and to support further negotiations.

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Goal B.

Shift emphasis in military intelligence from numerical counts of weapons and units to research and development aspects of strategic weaponry and the tactics, doctrine, and wartime effectiveness of foreign general purpose forces.

Goal C.

Provide high quality and timely intelligence on international economic and financial matters to support U.S. trade negotiations and foreign policy.

Goal D.

Provide accurate and timely intelligence on the activities of foreign terrorists and drug traffickers which threaten the interests of the United States and our allies.

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Goal E.

Strengthen the DCI's capability to provide the President with timely and well considered advice during critical incidents, political, economic and military.

Goal F.

Assure the appropriate integration of those intelligence functions which support national policy needs with those required to support planning and conduct of military operations.

Goal G.

Obtain increased efficiency and economy in the program of the intelligence community.

Objectives for FY 1974

To achieve these goals, the following objectives are described and referenced to the broader goals they support. Dates for specific accomplishments are provided to be used as measures of progress. A more detailed list of program milestones will be provided to the Office of Management and Budget to permit frequent mutual evaluation of our programs.

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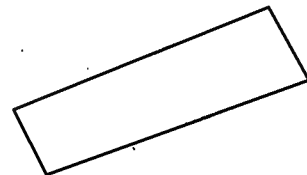
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Objective 1.

National Intelligence Product. (Supports Goals A, B, C, D, E) To insure that the national intelligence product is responsive to the policy relevant needs of users, a review of those products will be accomplished, using the National Security Council Intelligence Committee (NSCIC) mechanism, by 1 August 1973. Product requirements will be identified, and such new formats and production procedures as are needed to attain the desired responsiveness will be put into effect by 1 October 1973. Procedures for continuing review and evaluation of intelligence output by NSCIC will be established at this time.

Objective 2.

Technical Intelligence. (Supports Goal A, B) I will request the Department of Defense to prepare for NSCIC approval by 15 December 1973 intelligence programs of a comprehensive nature in the areas of Soviet and Chinese military R&D and Warsaw Pact general purpose force effectiveness, identifying products required and information gaps.



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Objective 3.

Improved Analytical Capabilities. (Supports Goals A, B, C, D, E) I will improve the balance between analysis and collection capabilities. The ability of the intelligence community's analytical/production base to utilize effectively the data being collected and programmed for collection will be assessed by my Intelligence Community staff and recommendations for change submitted to me by 1 October 1973. The review will include comparisons between resources allocated for analysts and estimators working in specific substantive areas with the resources for raw and processed data available for their use. Specific plans for increased emphasis in assessment and quality of analytical effort in deficient problem areas will be prepared.

Objective 4.

Provide Emphasis to Growing Problem Areas. (Supports Goals C, D) The great emphasis on Soviet strategic military capabilities has detracted from some intelligence problems which are growing in importance. Among these are economic and political intelligence of many countries and intelligence of terrorist

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and illicit drug activities. In coordination with the other federal agencies, I will identify the needs for improved intelligence in these areas and the potential for obtaining it. I will assess the appropriate assignment of responsibilities, resources needed and their source, and submit my recommendations in December 1973.

Objective 5.

Tactical Intelligence. (Supports Goal F)

I shall report to the National Security Council by December 10, 1973 on the national tactical intelligence interface. As a basis for this report I shall:

- . Request the Department of Defense and the Joint Chiefs of Staff to determine, as part of an ongoing review of tactical intelligence, the minimum requirements for intelligence assets in place in the field commands; the contribution which these assets can make to the over-all U.S. intelligence effort in peacetime; and the command, control and communications arrangements necessary to facilitate maximum additional support from national assets in contingency situations.

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. Require the managers of national intelligence programs to report the kinds and amounts of information collected which has tactical application, and to recommend measures to insure that this data can be available in usable form at field command level.

Objective 6.

National Intelligence Program Budget. (Supports Goal G) I intend to seek greater efficiency in the use of resources allocated to intelligence; assume leadership in planning, reviewing, coordinating, and evaluating all intelligence programs and in the allocation of intelligence resources; and submit each year, through the Office of Management and Budget, a national intelligence program budget which will reconcile intelligence requirements and priorities within budgetary constraints. I shall:

. Support the President's budget for FY 74 before Congress and address issues which may arise from Congressional deliberations on how we spend intelligence dollars in FY 1974.

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- Develop and employ procedures by which all entities covered in the National Intelligence Program Budget can be evaluated against an identified substantive intelligence need.

- Review with the Intelligence Resources Advisory Committee (IRAC) the allocation and use of monies to be spent in FY 74 against the program plans for FY 75 and beyond, and adjust budgetary allocations as warranted.

- Call on IRAC and the United States Intelligence Board during FY 74 to complete a series of cross program issue studies with significant resource implications so that study results can be used in making budget decisions in November of 1973 for FY 75-76.

- Develop by 1 January 1974 a cohesive management information system for the National Intelligence Program which is responsive to the resource analysis and evaluation implicit in a national intelligence program budget process and to the respective program managers. Responsibility for

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this system will rest with a special Working Group of IRAC.

. Establish a cohesive R&D budget strategy and structure which will give visibility to the R&D investment of all national intelligence entities. To this end, I intend to establish an R&D Advisory Council as a subcommittee of IRAC with instructions to complete a review of all R&D activity in the National Intelligence Program by mid-August 1973.

Objective 7.

Net Assessment. (Supports Goal G) I shall upgrade within the intelligence community the net assessment discipline by working closely with the NSC Net Assessment Group to stimulate action by intelligence community agencies. I will insure that the intelligence provided to those agencies responsible for net assessments is pertinent and responsive to the needs. Wherever possible the net assessment will be used to determine the marginal value of improved intelligence inputs. By 1 November 1973 a report will be provided identifying the assessments under way and the nature of potential outcomes.

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I welcome this opportunity to make explicit to you the goals which I have for the intelligence community. I fully support you in your efforts to maximize the benefits to the American people of the resources which they provide. To this end I will during May 1973 elaborate upon the goals and objectives of this memorandum in guidance which I am preparing to issue to the several intelligence agencies and organizations. I stand ready at any time to report to you on our progress and I intend that my staff will work closely with the Office of Management and Budget.

James R. Schlesinger

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